

## THE EFFECT OF CUSTOMER RELATIONSHIP MANAGEMENT ON CUSTOMER SATISFACTION AND CUSTOMER LOYALTY

DM. Haryandika<sup>\*)1</sup> and IK. Santra<sup>\*)</sup>

<sup>\*)</sup> Politeknik Negeri Bali  
Jl. Kampus Bukit Jimbaran, Kuta Selatan Badung Bali 80364, Indonesia

**Abstract:** This study aimed to determine the influence of Customer Relationship Management (CRM) which can be indicated as commitment, communication, and quality service, on customer loyalty through customer satisfaction. CRM acted as an independent variable in this study. The sample of this study included 94 respondents who were customers of PT Ritra Cargo Indonesia, Denpasar Branch. The data analysis technique used is path analysis. The result of this study indicated that the coefficient of determination was 0.651 which meant 65.1% of customer loyalty was influenced by CRM and customer satisfaction with a significance value of  $F(0,000) < \alpha 0,05$ . This indicated that the effect of CRM on customer satisfaction was significant, the effect of satisfaction on customer loyalty was significant, and the effect of CRM on customer loyalty was significant.

**Keywords:** customer relationship management (CRM), customer satisfaction, customer loyalty

**Abstrak:** Tujuan dari penelitian ini adalah untuk menentukan pengaruh variabel independen yaitu Customer Relationship Management (CRM) dengan indikator – indikatornya meliputi: komitmen, komunikasi, dan kualitas layanan terhadap variabel loyalitas pelanggan melalui variabel kepuasan. Jenis penelitian ini termasuk ke dalam penelitian dengan pendekatan kuantitatif. Sampel dalam penelitian ini meliputi 94 responden yang merupakan pelanggan dari PT Ritra Cargo Indonesia Cabang Denpasar. Alat analisis yang digunakan adalah analisis jalur. Hasil dari penelitian ini menunjukkan koefisien determinasi 0,651 atau 65,1% loyalitas pelanggan dipengaruhi oleh CRM dan loyalitas pelanggan. Dengan nilai sig  $F(0,000) < \alpha 0,05$ . Hal ini menunjukkan pengaruh CRM terhadap kepuasan pelanggan adalah signifikan, pengaruh kepuasan terhadap loyalitas pelanggan signifikan, dan CRM terhadap loyalitas pelanggan adalah signifikan.

**Kata kunci:** customer relationship management (crm), kepuasan pelanggan, loyalitas pelanggan

---

<sup>1</sup> Corresponding author:  
Email: [ketutsantra@pnb.ac.id](mailto:ketutsantra@pnb.ac.id)

## INTRODUCTION

The emergence of this study is based on a research gap regarding the impact of customer relationship management on customer satisfaction and customer loyalty which is not concluded yet. Several studies reported that CRM had a significant positive effect on customer satisfaction and loyalty (Ningsih, 2016; Iriandini, 2015; Kalalo, 2015; and Dewi, 2013). However, other studies showed different results from those researches above. Pradana (2018) concluded that CRM had a negative and insignificant effect on customer satisfaction and loyalty.

This study was compelled by a business phenomenon in which the export volume from Bali increased from 2016 to 2018 and slightly decreased in 2019 (Central Bureau of Statistics, 2020). Based on Figure 1, there was an increase in export of Bali. This increase in export was inversely proportional to the condition of Ritra Cargo which showed a decline in the number of export shipments over the past 4 years (2016 - 2019) as portrayed in Figure 2. The decline in the number of Ritra Cargo Denpasar's export shipments in 2016 - 2019 was accompanied by a decrease in the number of cargo service customers (Figure 3).

There was an increase in the value of Bali's exports on one side and on the other side, there was a decrease in the number of export and a shrink in the number of customers of Ritra Cargo. Ritra Cargo needs to acquire the capability of adaptation and flexibility of resources to improve the company's growth and survival strength (Santra, 2018). So, this study is necessary to apply a strategy in winning the market by applying Customer Relationship Management (CRM). CRM is the best strategy because it has a significant influence on customer satisfaction (Emaluta, 2019). Satisfied customers will certainly be loyal to the company (Barnes, 2010). From this point of view, this study aimed to determine the influence of CRM on customer loyalty through customer satisfaction as a dependent variable by using quantitative research methods.

### Customer Relationship Management (CRM)

CRM is a process of building a relationship between a company and customers by increasing customer satisfaction (Emaluta, 2019). To produce optimal value for customers, the companies must pay attention to how to communicate with customers, how companies

market their products/services, and how companies serve customers through traditional media covering products, prices, promotions, and distribution (Manap, 2016). In this research, CRM consists of three variables according to Sorce and Kotler (Lupiyoadi, 2011), such as commitment, communication, and service quality.

- Commitment: Emotional relationships that are formed from the long-term orientation of consumers to create a good relationship between the company and customers to generate high profits (Iriandini, 2015).
- Communication: Gathering information from customers can be done when there are a conversation and question and answer directly, with good communication the company can keep the trust of consumer (Rizki, 2020).
- Service Quality: The key to creating value and customer satisfaction (Iriandini, 2015).

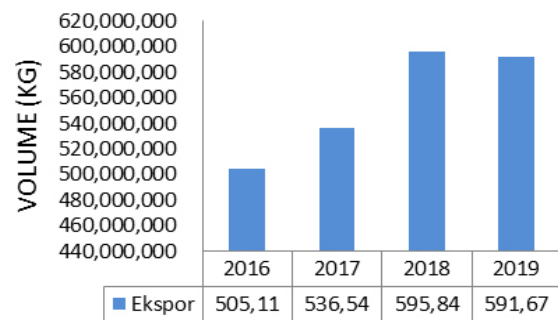


Figure 1. Bali's export volume, 2016 – 2019

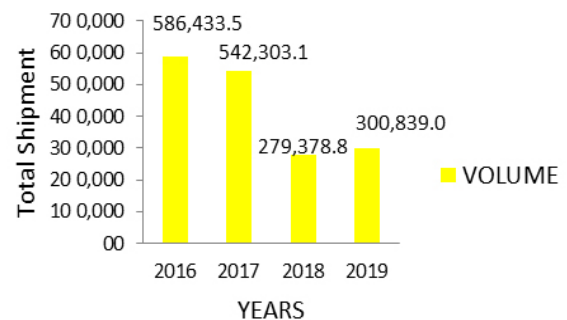


Figure 2. Sales in Bali's export volume, 2016 – 2019

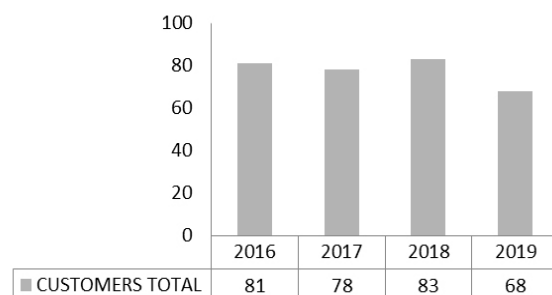


Figure 3. The development of total customers

## Customer satisfaction

The goal of a business is to create satisfied customers (Tjiptono, 2011). Customer satisfaction or dissatisfaction is the customer's response to the evaluation of perceived disconfirmation between previous expectations or other performance expectations and the actual performance of the product felt after wearing it (Tjiptono, 2011). Customer satisfaction arises when a person's feelings for the performance of a product are felt and following what they want (Tjiptono, 2011). There are three customer satisfaction indicators, according to Irawan in Tjiptono (2011), namely: Feelings of satisfaction: Satisfaction with their products and services, i.e. expressions of feeling satisfied or dissatisfied from customers when they receive good service and quality products from the company; Always buy a product or service: The customer will continue to use and continue to buy a product if they achieve the expectations they want; Recommend to others: Customers will be satisfied after using a product or service will tell others and be able to create new customers for a company

## Customer Loyalty

Create customer loyalty is one of the keys to a company's success, but this strategy requires the company's focus in understanding the desires of consumers and creating more value (added value) to the products or services provided so that customers will make continuous purchases of goods and services of a company that selected (Sangadji, 2014). Loyal customers are the company's long-term assets. This can be seen from the characteristics it has, as expressed by Sangadji (2014), loyal customers have the following indicators:

- Make purchases regularly (Makes Regular Repeat Purchases). This indicator shows loyalty and repeats purchases or periodic purchases of a product.
- Purchasing outside the product or service line (Purchases Across Product and Service Line). Referencing the company's existence. Customers in this situation are able and willing to recommend company products to the people closest to their environment.
- Demonstrate the attractiveness of similar products from competitors (demonstrate immunity to the full of the competition). The resilience of customer loyalty to negative influences regarding the company. Customers who have loyalty at this stage will not be affected by other products even though they are cheaper, have more features, etc.

## Hypothesis Graphic

The application of CRM, which consists of commitment, communication, and service quality, could directly influence customer satisfaction (H1). With satisfied customers, loyalty would be created in buying products/services (H2). So, indirectly, CRM would affect customer loyalty (H3). The logic behind the hypothesis graphic (Figure 4) model proposed in this study is based on the research conducted by Ningsih (2016) which reported that CRM had a significant positive impact on customer satisfaction. The positive and significant effect of CRM on customer satisfaction was also reported by Iriandini (2015). There are numerous previous research results in line with the positive effect of CRM on customer satisfaction (Kalalo, 2015; Dewi, 2013). Based on this point of view, this study postulated the positive influence of CRM on customer satisfaction (H1). Meanwhile, when the customers are satisfied, they would become enthusiastic to share their experience with others. They spontaneously persuade or suggest others to buy or consume the product or service offered by the enterprise. The well-satisfied customer would develop word of mouth. When the customers feel satisfied, they would influence others then they would become loyal customers. The logic is supported by Damayanti (2018). It is also in line with the positive influence of customer satisfaction on customer loyalty reported by Setyaleksana, Suharyono, & Yulianto (2017). Thus, this study proposed the positive effect of customer satisfaction on customer loyalty and the positive impact of CRM on customer loyalty (H3).

## METHODS

The type of research used in this research was descriptive with quantitative methods based on the philosophy of positivism used to examine specific populations and samples. The sampling technique was generally carried out randomly. The data were collected using research instruments and analyzed quantitatively/statistically to test the predetermined hypotheses (Sugiyono, 2015). This study aimed to determine the relationship between one independent variable, CRM (X) with two dependent variables, satisfaction ( $Y_1$ ) and customer loyalty ( $Y_2$ ).

The data of this research were collected using a questionnaire completed by the respondents. This questionnaire was designed using Likert scale. All variables were measured using a scale of 1 to 5. If

each question gets the highest score of 5, the expected score will be obtained. In this study, the population was the customers of PT Ritra Cargo Indonesia Denpasar Branch during 2018-2019. Based on the information obtained from PT Ritra Cargo Indonesia Denpasar Branch, the total population was 123 customers. It came from Indonesia and abroad, both individuals and business entities. The sampling technique used in this research was simple random sampling. This technique belongs to the probability sampling which provides equal opportunities for each element of the population to be selected as sample members (Sugiyono, 2016). Because the population was above 100, sample is needed to represent a population of 123 (Sugiyono, 2015). Slovin formula was used to obtain the sample of 94 respondents.

The variables used in this study were an independent variable, namely CRM (X), and two dependent variables, namely customer satisfaction (Y1) and customer loyalty (Y2). The measurement scale used in this study was a Likert scale.

### 1. Validity Test

This test is used to test whether a question is valid or not. Valid means that each item presented in the questionnaire has been declared able to reveal with certainty what will be researched (Sugiyono, 2015). This method is used to connect the scores obtained from the questionnaire with the total score of the questions,

then compared with the r table or a significance value of 5% ( $\alpha = 0.05$ ), if the value ( $p$ )  $< 0.05$  or  $r \text{ count} > r$  table then it is considered valid.

### 2. Reliability Test

This test shows the extent to which the stability and consistency of the measuring instruments used in the study, to provide relatively consistent results if these measurements are repeated (Sugiyono, 2010). To find out whether the item is reliable or not, it can be tested using the Cronbach's Alpha method. If the result is close to 1, internal consistency will be more reliable.

### Data analysis method

#### 1. Descriptive Analysis

This analysis was done by providing a description of the characteristics of the respondent and compiling a frequency distribution or data arrangement according to certain interval classes in a list (Wiryawan, 2019) using data from a questionnaire that has been given to respondents. It is carried out to obtain the frequency, percentage, and average score of respondents' answers for each variable item that describes the respondent's response to each statement item given on each variable. The scores obtained on each variable item were then analyzed to reveal the phenomena contained in each variable according to the respondent's perception.

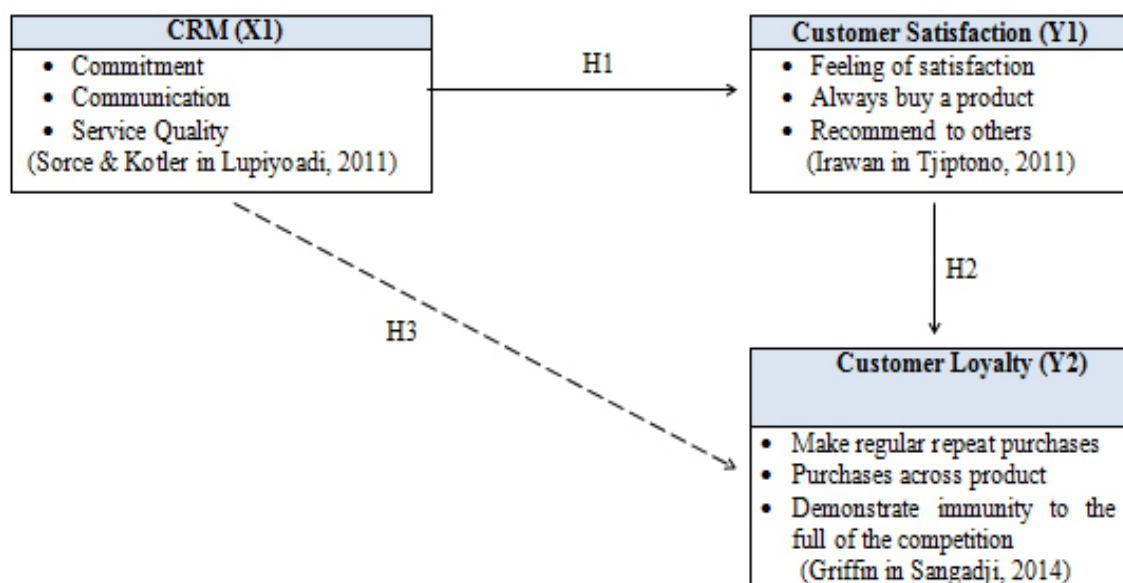


Figure 4. Hypothesis graphic

## 2. Path Analysis

According to Sugiyono (2015), path analysis is a development of regression analysis, so that regression analysis can be said to be a special form of path analysis. Path analysis is used to describe and test the relationship model between variables in the form of causation, while Ghozali (2014) defines path analysis as an extension of multiple linear regression analysis in estimating the correlation between those predetermined based on theory. Path analysis is used to determine the relationship between three or more variables in confirming or rejecting the hypothesis.

### Hypothesis

The research by Ningsih (2016) resulted that the CRM strategy had a positive and significant effect on customer satisfaction at PT. Astra International Denpasar Branch. Besides, in research by Iriandini (2015), there was a significant relationship between the dimensions of service quality in the CRM variable and the customer satisfaction variable. From these researches, we made hypothesis 1.

H<sub>1</sub>: CRM (X) has a positive effect on Customer Satisfaction (Y<sub>1</sub>).

The research by Damayanti (2018) showed that in the case of PT Nasmoco Abadi Motor Karanganyar, the customer loyalty variable could be explained by the CRM variable through the customer satisfaction variable. Besides, research conducted by Setyaleksana, Suharyono, & Yulianto (2017) revealed a positive and significant relationship between customer satisfaction and customer loyalty variables in GraPARI Telkomsel of Malang City. From these researches, we made hypothesis 2.

H<sub>2</sub>: Customer Satisfaction (Y<sub>1</sub>) has a positive effect on Customer Loyalty (Y<sub>2</sub>).

The research by Emaluta (2019) argued that Gojek CRM indirectly affected loyalty. With the priority of totally implementing CRM, it would affect the increase in loyal customers for Gojek. Also, Saputra (2019) concluded that CRM was the most important element in increasing customer loyalty in the banking industry. These results showed the importance of CRM as a

medium to increase the number of loyal customers. From these researches, we made hypothesis 3.

H<sub>3</sub>: Customer Relationship Management (X) has a positive effect on Customer Loyalty (Y<sub>2</sub>)

## RESULTS

### Validity and Reliability Test Results

#### Validity test

Based on the results of the instrument trials, all indicators of each variable had a significant value of <0.05, so that all indicators were declared valid. The results of the validity test recapitulation could be seen in Table 1.

#### Reliability Test

Based on the results of the instrument trials, all indicators of each variable had an Alpha Cronbach coefficient value of more than 0.70 (Ghozali, 2016) so that all variables were declared reliable. The results of the reliable test recapitulation could be seen in Table 2.

### Path Analysis Test

Path analysis is used to test the relationship model between variables in the form of cause and effect. Path analysis is divided into two structures, namely sub-structural I for the effect of X on Y<sub>1</sub>, and sub-structural II for the effect of X on Y<sub>2</sub> through Y<sub>1</sub>. Based on the analysis, the equation for path analysis was obtained as follows:

#### Sub – Structural I

The result of the sub-structural test I was the influence of the CRM variable (X) on Customer Satisfaction (Y<sub>1</sub>)(Table 3). The p-value for the CRM variable (X) was 0,000 and the t-value was 9,564 (Table 4). Because the p-value was 0.000 <0.05 and the value of t-count > t.table (9.564> 1.986), H<sub>0</sub> was rejected, meaning that the CRM variable (X) had a significant effect on Customer Satisfaction (Y<sub>1</sub>).

Tabel 1. Validity Test

Question	R Calculation	R Table (n-2; 0,5)	Explanation
Customer Relationship Management (X)			
X1	0.565	0.2028	Valid
X2	0.452	0.2028	Valid
X3	0.569	0.2028	Valid
X4	0.513	0.2028	Valid
X5	0.601	0.2028	Valid
X6	0.699	0.2028	Valid
X7	0.467	0.2028	Valid
X8	0.666	0.2028	Valid
X9	0.498	0.2028	Valid
Customer Satisfaction (Y1)			
Y1.1	0.541	0.2028	Valid
Y1.2	0.547	0.2028	Valid
Y1.3	0.264	0.2028	Valid
Y1.4	0.681	0.2028	Valid
Y1.5	0.784	0.2028	Valid
Y1.6	0.730	0.2028	Valid
Y1.7	0.725	0.2028	Valid
Y1.8	0.711	0.2028	Valid
Customer Loyalty (Y2)			
Y2.1	0.756	0.2028	Valid
Y2.2	0.549	0.2028	Valid
Y2.3	0.527	0.2028	Valid
Y2.4	0.669	0.2028	Valid
Y2.5	0.608	0.2028	Valid
Y2.6	0.748	0.2028	Valid
Y2.7	0.628	0.2028	Valid
Y2.8	0.625	0.2028	Valid

Table 2. Reliability Test

Variable	Cronbach's Alpha	Explanation
Customer Relationship Management (CRM) (X)	0.853	Reliabel
Customer Satisfaction (Y1)	0.842	Reliabel
Customer Loyalty (Y2)	0.822	Reliabel

Table 3 Results of path coefficients X to Y1

Variable	Path Coefficient	Effect Calculation	Residual effect
Customer Relationship Management (X)	0.707	0.500	0.500

Table 4 Hypothesis test results partially

Hypothesis	t calculation	db	t table	p-value	Decision	Conclusion
$H_0: \beta = 0$	9.564	92	1.986	0.000	$H_0$ rejected	Significant

Sub – Structural II

The result of sub-structural testing II was the effect of CRM (X) on Customer Satisfaction (Y1) and Customer Loyalty (Y2). Based on Table 5 and Figure 5, the path coefficient of CRM (X) was higher than the path coefficient of Satisfaction (Y1), meaning that the CRM variable (X) had a greater influence on the Loyalty variable (Y2) than the Satisfaction variable (Y1).

Based on the results of partial hypothesis testing (Table 6) on the sub-structural equation II, the p-value for the CRM variable (X) was  $0.000 < 0.05$  and the t-value was  $5.010 > t.\text{table} (1.986)$  so that  $H_0$  was rejected. It means that the CRM variable (X) had a significant effect on Customer Loyalty (Y2). Because the p-value of the Satisfaction variable (Y1) was  $0.000 < 0.05$  and the t-count value was  $4.956 > t.\text{table} (1.986)$ ,  $H_0$  was rejected, meaning that the Satisfaction variable (Y1) had a significant effect on Customer Loyalty (Y2).

Based on Table 7, the calculated f-value obtained was  $84.708 >$  the f table value (3.10) and the significance value was  $0.000 < 0.05$ , so  $H_0$  was rejected. It means

that the CRM (X) and Customer Satisfaction (Y1) variables had a significant effect on Customer Loyalty (Y2) simultaneously.

Based on Table 8, it can be concluded that the value of t-count was 4.037. At  $df = n-k-1 = 94-1-1 = 92$  and the value of t-table was 1.986. Because the value of t-count  $> t.\text{table} (4.037 > 1.986)$ ,  $H_0$  was rejected, meaning that the effect of CRM (X) on Customer Loyalty (Y2) through the Satisfaction variable (Y1) was significant. In other words, satisfaction (Y1) had a significant effect on CRM (X) as a mediating/intervening variable.

Table 9 shows the direct effect of CRM on satisfaction was 0.707, the direct effect of Satisfaction on Loyalty was 0.434, and the direct effect of CRM on customer loyalty was 0.439. This indicates that the Customer Loyalty variable (Y2) was more influenced by the CRM variable (X) than the Satisfaction variable (Y2). Meanwhile, the indirect effect of the CRM variable on customer loyalty through the satisfaction variable was 0.307. So, the total effect of the CRM variable on Customer Loyalty through the Satisfaction variable was 0.746.

Table 5 Results of path coefficients X & Y1 to Y2

Variable	Path Coefficient	Effect Calculation	Residual effect
Customer Relationship Management (X)	0.439	0.651	0.349
Customer Satisfaction (Y1)	0.434		

Table 6 Hypothesis test results partially (2)

Hypothesis	t calculation	db	t table	p-value	Decision	Conclusion
$P_{y1x} = 0$	5.010	91	1.986	0.000	$H_0$ rejected	Significant
$P_{y2y1} = 0$	4.956	91	1.986	0.000	$H_0$ rejected	Significant

Table 7 Simultaneous hypothesis test results

f calculation	Db 1; db 2	f table	p-value	Decision	Conclusion
84,708	2 ; 91	3.10	0.000	$H_0$ rejected	Significant

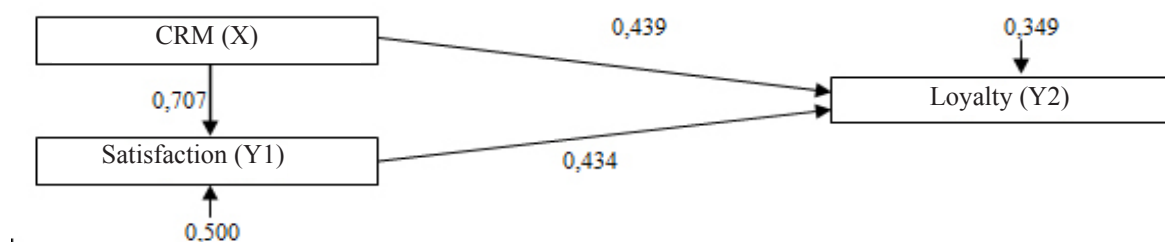


Figure 5. Conceptual framework

Table 8. Results of the Sobel Test on X, Y1, and Y2

	Path coefficient		Indirect effect	Error standard			t calculation	t table	Conclusion
	X – Y2	X - M		M – Y2	Direct	Indirect			
		A	B	a.b	Sa	Sb			
X – Y1		0.707		0.087			4.037	1.986	Significant
Y1 – Y2			0.434		0.093				
X – Y2	0.439			0.306		0.076			

Table 9. Indirect Effect and Total Effect of X on Y1 and Y2

	Path coefficient	Direct Effect	The indirect effect from Y1	Total effect
X – Y1	0.707	0.707	-	0.707
X – Y2	0.439	0.439	0.307	0.746
Y1 – Y2	0.434	0.434	-	0.434

## Hypothesis Testing

### H1: The effect of CRM (X) on Customer Satisfaction (Y1)

Based on the results, customer satisfaction variables could be increased by increasing the implementation of the CRM strategy that has been done to customers of PT. Ritra Cargo Indonesia Denpasar Branch. The test results found a significant influence on the CRM variable on customer satisfaction ( $p < 0.05$ ) with a beta coefficient of 0.707, which means H1 was accepted. The results of this study are in line with previous research by Ningsih (2016) which resulted that the CRM strategy had a positive and significant effect on customer satisfaction at PT Astra International Denpasar Branch. Besides, in research by Iriandini (2015), there was a significant relationship between the dimensions of service quality in the CRM variable and the customer satisfaction variable. Then research by Kalalo (2013) found that CRM had a positive and significant effect on customer satisfaction variables when shopping at PT. Matahari Dept. Store Manado. In research by Dewi (2015), there was a positive and significant relationship between CRM and customer satisfaction when making transactions at Sushie Tei Surabaya. The application of CRM will have an impact on company efficiency and retain customers for a long period because of the satisfaction obtained (Vikram, 2020).

### H<sub>2</sub>: The effect of Customer Satisfaction (Y1) on Customer Loyalty (Y2)

In the results of hypothesis testing, researchers found a significant influence on the customer satisfaction

variable (Y2) on customer loyalty (Y2) PT Ritra Cargo Indonesia Denpasar Branch ( $p < 0.05$ ) with a beta coefficient of 0.434 which means H2 was accepted. Where the results of this study are consistent with research by Damayanti (2018) that the customer loyalty variable could be explained by the CRM variable through the customer satisfaction variable who uses PT. Nasmoco Abadi Motor Karanganyar. Besides, research conducted by Setyaleksana, Suharyono, & Yulianto (2017) revealed a positive and significant relationship between customer satisfaction and GraPARI Telkomsel customer loyalty variables in Malang City. Sumantri (2020) suggested that satisfaction had a positive and significant effect on loyalty. In other words, if the customer satisfaction of PT Raharja Duta Solusindo increases, there will be customer loyalty to the company. In addition, Erasmus (2014) concluded that the majority of respondents expressed satisfaction with the Novotel Surabaya and Suites CRM program.

### H<sub>3</sub>: The effect of CRM (X) on Customer Loyalty (Y2) with Customer Satisfaction (Y1) as mediation variable

The Sobel test results showed that CRM variables significantly influenced customer loyalty through customer satisfaction ( $4,037 > 1,986$ ) with a beta coefficient of 0.439. It means that H3 was accepted showing that the CRM variable significantly influenced Customer Loyalty through customer satisfaction as a mediating variable at PT Ritra Cargo Indonesia Denpasar Branch. Emaluta (2019) in his research argued that Gojek CRM indirectly affected loyalty. With the priority of totally implementing CRM by Gojek Indonesia, it will affect the increase in customers who are loyal to the use of the Gojek application. In



addition, Saputra (2019) concluded that CRM was the most important element in increasing customer loyalty in the banking industry. It shows the importance of the role of CRM as a medium to increase the number of loyal customers. Al-Dmour (2019) concluded a significant relationship between the dimensions of CRM (integrated marketing communication, communication, relationship ties, and trust) with Customer Loyalty when done simultaneously or separately. The three dimensions above greatly affected the development of customer loyalty. Samuel (2012) examined the same results that CRM had a positive and significant impact on customer loyalty of the National Banking. The key to maintaining customers is CRM by collecting and researching complete customer information and dealing with problems that occur will have an impact on maximizing customer loyalty to AL Rajhi Islamic Bank and increasing customer portfolio and value (Elkhansa and Hamid, 2020).

### Managerial Implications

This study provides a better understanding of the factors that influence customer loyalty in Ritra Cargo. This study succeeded in obtaining empirical evidence that Customer Relationship Management (CRM) through its three parameters (commitment, communication, and service quality) determines the level of satisfaction and loyalty of Ritra Cargo's customers. From a managerial perspective, PT Ritra Cargo Indonesia Denpasar Branch is expected to be able to reassure customers to always buy or use services from the company because in this study the indicator "always buy products/services" gets the lowest value of all indicators that is 69.5%. This will allow competitors to win over customers.

Companies need to know whether the customer is satisfied after using the service, this can be done by contacting the customer after the goods he has sent have arrived. Prospective customers will be very happy before they make a transaction with the company, the information can be found on the company's website. So companies need to complete data about the company on the official website. The company is expected to always carry out comprehensive control and management of every CRM strategy carried out so that Ritra Cargo can achieve its goals and be able to meet corporate targets and continue to compete in the logistics business.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

The conclusions that can be drawn in this study are CRM (X) variable had a significant effect on Customer Satisfaction (Y1) at PT Ritra Cargo Indonesia Denpasar Branch. It was indicated by the value of the estimated path coefficient of 0.707 or 70.7% and partially had a probability value of 0.000 ( $p < 0.05$ ) and a value of  $t\text{-count} >$  from the value of the  $t\text{-table}$  ( $9.564 > 1.986$ ). In this case, when the quality of service is maximized, it will create a high sense of satisfaction in customers.

Customer Satisfaction Variable (Y1) had a significant influence on Customer Loyalty (Y2) at PT Ritra Cargo Indonesia Denpasar Branch. It was shown from the results of the partial analysis and based on the estimated path coefficient value of 0.434 or 43.4% and partially had a probability value of 0.000 ( $p < 0.05$ ) and the value of  $t\text{-count} >$  the value of  $t\text{-table}$  ( $4.956 > 1.986$ ). It means that satisfaction had a direct impact on customer loyalty. The more satisfied the customer is with the services provided, the more loyal the customer will be. CRM variables had a significant effect on customer loyalty through satisfaction as a mediating variable at the Denpasar branch of PT Ritra Cargo Indonesia. It can be seen in the value of the estimated path coefficient of 0.439 or 43.9%. With a single test calculation, the value of  $t\text{-count} >$   $t\text{ table}$  ( $4.037 > 1.986$ ) was obtained. It means that the better the implementation of CRM strategy is carried out, it will indirectly affect customer loyalty to the company.

### Recommendations

From a theoretical point of view, it is expected that the research conducted related to CRM uses different variables besides customer satisfaction and loyalty. The aim is to enrich the results of the analysis with the factors and indicators that affect CRM in Ritra Cargo so that the results of this discussion can be used as a reference for researching more customers. The researcher also recommends that further research focus on only one branch of research so that research results can be accurate. Given that this study has limitations, namely the difficulty in finding consumers because not all companies/people have data in the database, it is hoped that the next researcher will find the best way to collect customer data.

## REFERENCES

- Al-Dmour H, Hayat HK. 2019. The role of customer satisfaction on enchancing the relationship between customer relationship management and customer loyalty: an empirical study on private kuwaiti fitness gyms. *Journal of International Business and Management* 2(3): 01-15.
- Barnes JG. 2013. *Secerets of Customer Relationship Management*. Jakarta: Penerbit Andi.
- Damayanti, Adila YS. 2018. Pengaruh customer relationship management (CRM) terhadap loyalitas pelanggan dengan kepuasan pelanggan sebagai variabel intervening PT. Nasmoco Abadi Motor Karanganyar. *Jurnal Ilmu Administrasi Bisnis* 7 (1): 150-162.
- Dewi AAC. 2015. Pengaruhcustomer relationship management (CRM) terhadap customer satisfaction dan customer loyalty pada pelanggan Sushi Tei Surabaya. *Jurnal Strategi Pemasaran* 3 (1): 1-9.
- Elkhansa M., Hamid AB. 2020. Implementing customer relationship management in Al Rajihi Islamic Bank: Reality and Perspectives. *International Journal of Advanced Research in Islamic and Humanity* 2(1): 26-41.
- Emaluta FHK, Isnalita I, Soewarno N. 2019. The effect of customer relationship management (CRM) to customers' loyalty and customers' satisfaction as mediator variables. *Jurnal Akuntansi dan Sistem Informasi* 4(2):59-63. <https://doi.org/10.32486/aksi.v4i2.352>.
- Erasmus JCH. 2014. Kepuasan pelanggan terhadap program customer relationship management (CRM) novotel surabaya hotel and suites. *Jurnal e-komunikasi* 2(2):1-13.
- Ghozali I. 2014. *Structural Equation Modeling, Metode Alternatif dengan Partial Least Square (PLS)*. Edisi 4. Semarang: Badan Penerbit Universitas Diponegoro.
- Ghozali I. 2016. *Aplikasi Analisis Multivariete Dengan Program IBM SPSS*. Semarang: Badan Penerbit Universitas Diponegoro.
- Iriandini, Yulianto, Mawardi MK. 2015. Pengaruh customer relationship management (CRM) terhadap kepuasan pelanggan dan loyalitas pelanggan (survey pada pelanggan PT. Gemilang Libra Logistic, Kota Surabaya). *Jurnal Administrasi Bisnis* 23(2).
- Kalalo RE. 2013. Customer relationship management dan kualitas pelayanan pengaruhnya terhadap loyalitas konsumen PT. Matahari Dept. Store, Manado. *Jurnal EMB: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi* 1(4): 1553-1561.
- Lupiyoadi R. 2015. Pengaruh customer relationship management terhadap kepuasan dan loyalitas pelanggan. *Jurnal Administrasi Bisnis* 23(2): 1-8.
- Manap HA. 2016. *Revolusi Manajemen Pemasaran*. Jakarta: Mitra Wacana Media.
- Ningsih NW, Suharyono, Yulianto E. 2016. Pengaruh CRM terhadap kepuasan dan loyalitas pelanggan (survey pada pelanggan PT Astra Internasional, Tbk-TSO AUTO2000 Cabang Denpasar). *Jurnal Administrasi Bisnis* 30(1):171-177.
- Sangadji M. 2014. Pengaruh kualitas pelayanan terhadap kepercayaan dan loyalitas nasabah Garuda Indonesia di Denpasar, Bali. *Jurnal Manajemen Strategi Bisnis dan Kewirausahaan* 7(1):19 -28.
- Santra IK. 2018. Entrepreneurial orientation and marketing performance of buget Hotel SMEs in Bali Island. *International Journal of Entrepreneurship* 22(4): 592-611.
- Saputra S. 2019. The effect of customer relationship management (CRM) on bank customer loyalty through satisfaction as mediating variable : evidence in Batam, Indonesia. *International Symposium on Sciences, Education, and Humanities* 306: 146 - 151. <https://doi.org/10.2991/isseh-18.2019.34>.
- Setyaleksana, Suharyo, Yulianto. 2017. Pengaruh customer relationship management (CRM) terhadap kepuasan dan loyalitas pelanggan (survei pada pelanggan GraPARI Telkomsel di Kota Malang). *Jurnal Administrasi Bisnis* 46(1):45-51.
- Sugiyono. 2015. *Metode Penelitian Manajemen*. Bandung: Alfabeta.
- Sugiyono. 2010. *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Sumantri RD, Ali MM, Nugroho A. 2020. Analysis of customer relationship management (CRM) influence on satisfaction and its impact on consumer loyalty of PT. Raharja Duta Solusindo. *Dinasti International Journal Education Management and Social Science* 1(4): 437-447. <https://doi.org/10.31933/dijemss.v1i4.209>.
- Tjiptono F, Chandra G. 2011. *Service, Quality, & Satisfaction*. Yogyakarta: Penerbit ANDI.

- Verhoef CP. 2015. Understanding the effect of customer relationship management efforts on customer retention and customer share development. *Journal of Marketing* 67: 30-45. <https://doi.org/10.1509/jmkg.67.4.30.18685>.
- Rizki K, Cahyadi ER, Setiawan A. 2020. The effect of online shop owner satisfaction on logistic services (comparative study of JNE and J&T Express). *Indonesian Journal of Business and Entrepreneurship* 6(2):196-204. <https://doi.org/10.17358/ijbe.6.2.196>.
- Wiryan K. 2019. Pengaruh customer relationship management terhadap trust (kepercayaan) dan customer loyalty pada perusahaan konstruksi di PT Tunas Jaya Sanur [skripsi]. Denpasar: Manajemen Bisnis Internasional, Administrasi Niaga, Politeknik Negeri Bali.